



Faculty of Cognitive Sciences and Human Development

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND
ORGANIZATIONAL COMMITMENT**

Chon Siu Mei

**Bachelor of Sciences with Honours
(Human Resource Development)
2019**

UNIVERSITI MALAYSIA SARAWAK

Grade: A-

Please tick one

Final Year Project Report ☒

Masters ☐

PhD ☐

DECLARATION OF ORIGINAL WORK

This declaration is made on the 28 th day of MAY year 2019.

Student's Declaration:

I, CHON SIU MEI , 55705, FACULTY OF COGNITIVE SCIENCES AND HUMAN DEVELOPMENT, hereby declare that the work entitled, The Relationship Between Job Satisfaction and Organizational Commitment is my original work. I have not copied from any other students' work or from any other sources with the exception where due reference or acknowledgement is made explicitly in the text, nor has any part of the work been written for me by another person.

28 MAY 2019

mei

Chon Siu Mei (55705)

Supervisor's Declaration:

I, MADAM AGATHA LAMENTAN ANAK MUDA , hereby certify that the work entitled, The Relationship Between Job Satisfaction and Organizational Commitment was prepared by the aforementioned or above mentioned student, and was submitted to the "FACULTY" as a *partial/full fulfilment for the conferment of BACHELOR OF SCIENCE WITH HONOURS (HUMAN RESOURCE DEVELOPMENT), and the aforementioned work, to the best of my knowledge, is the said student's work

Received for examination by:

Agatha
(MADAM AGATHA LAMENTAN ANAK MUDA)

Date:

28 MAY 2019

I declare this Project/Thesis is classified as (Please tick (√)):

- ☐ **CONFIDENTIAL** (Contains confidential information under the Official Secret Act 1972)*
- ☐ **RESTRICTED** (Contains restricted information as specified by the organisation where research was done)*
- ☒ **OPEN ACCESS**

I declare this Project/Thesis is to be submitted to the Centre for Academic Information Services (CAIS) and uploaded into UNIMAS Institutional Repository (UNIMAS IR) (Please tick (√)):

- ☒ **YES**
- ☐ **NO**

Validation of Project/Thesis

I hereby duly affirmed with free consent and willingness declared that this said Project/Thesis shall be placed officially in the Centre for Academic Information Services with the abide interest and rights as follows:

- This Project/Thesis is the sole legal property of Universiti Malaysia Sarawak (UNIMAS).
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis for academic and research purposes only and not for other purposes.
- The Centre for Academic Information Services has the lawful right to digitize the content to be uploaded into Local Content Database.
- The Centre for Academic Information Services has the lawful right to make copies of the Project/Thesis if required for use by other parties for academic purposes or by other Higher Learning Institutes.
- No dispute or any claim shall arise from the student himself / herself neither a third party on this Project/Thesis once it becomes the sole property of UNIMAS.
- This Project/Thesis or any material, data and information related to it shall not be distributed, published or disclosed to any party by the student himself/herself without first obtaining approval from UNIMAS.

Student's signature: mei Supervisor's signature: [Signature]
Date: 28 MAY 2019 Date: 28 MAY 2019

Current Address: 66, Jalan Kim Choo Seng, Batu Kawa 93250 Kuching Sarawak

Notes: * If the Project/Thesis is **CONFIDENTIAL** or **RESTRICTED**, please attach together as annexure a letter from the organisation with the date of restriction indicated, and the reasons for the confidentiality and restriction.

**THE RELATIONSHIP BETWEEN JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT**

CHON SIU MEI

**This project is submitted
in partial fulfilment of the requirements for a
Bachelor of Science with Honours
(Human Resource Development)**

**Faculty of Cognitive Science and Human Development
UNIVERSITI SARAWAK MALAYSIA
(2019)**

The project entitled ‘The relationship between job satisfaction and organizational commitment’ was prepared by Chon Siu Mei and submitted to the Faculty of Cognitive Science and Human Resource Development in partial fulfilment of the requirements for a Bachelor of Science with Honours (Human Resource Development)

Received for examined by:


.....

(MADAM AGATHA LAMENTAN ANAK MUDA)

Date: 28/5/2019
.....

Gred A-

ACKNOWLEDGMENTS

First, I would like to take this opportunity to delivery my appreciation to my supervisor, Madam Agatha Lamentan Anak Muda who had spent her valuable times in guiding me with passion to complete this final year project. I received a lot of encouragement and advice from her throughout the process completing my final year project. My final year project would never have completed without his guidance.

Besides, I am also glad that Universiti Malaysia Sarawak and Faculty of Cognitive Science and Human Development to provide me this opportunity to involve in this final year project of my degree. I have learnt and experienced in different aspects in my degree life.

In addition to the above, I would also like to thank the organization that allowed me to conduct this research, especially the admin assistant who assisted me in distributing the questionnaires. Furthermore, the employees in the organization are also very cooperative throughout the research process.

Moreover, I would also like to thank both my beloved parents who supported to me and were concerned about me when I was doing my final year project. They gave lots of encouragement and support throughout the process when I complete my final year project.

Other than that, I would like to deliver a special thanks to my proof-reader, Phang Yee Lin who willing to spend her valued time in correcting my grammar mistake throughout the process of completing this final year project.

Lastly, not forget to thank all my friends who have assisted me in completing my final year project. They share their knowledge regarding the research. We supported each other when working on this final year project.

TABLE OF CONTENTS

LIST OF TABLES	i
LIST OF FIGURES	ii
ABSTRACT	iii
ABSTRAK	iv
CHAPTER ONE	1
INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background of Study	1
1.3 Problem Statement.....	3
1.4 Objective of Study.....	4
1.4.1 General Objectives.....	4
1.4.2 Specific Objectives	4
1.5 Research Hypotheses	5
1.6 Conceptual Framework.....	6
1.7 Definition of Terms.....	9
1.7.1 Demographic Variable.....	9
1.7.2 Job Satisfaction	9
1.7.3 Organizational Commitment.....	9
1.8 Significance of Study	10
1.9 Summary	10
CHAPTER TWO	12
LITERATURE REVIEW	12
2.1 Introduction.....	12
2.2 Discussion on Variable	12
2.2.1 Organizational Commitment.....	12
2.2.2 Job satisfaction.....	13
2.3 Discussion on Theory	14
2.3.1 Social Exchange Theory	14
2.4 Discussion on Previous Study.....	16
2.4.1 Gender and Organizational Commitment	16
2.4.2 Age and Organizational Commitment	16
2.4.3 Marital Status and Organizational Commitment	17
2.4.4 Job Satisfaction and Organizational Commitment	17

2.5 Summary	18
CHAPTER THREE	21
METHODOLOGY	21
3.1 Introduction.....	21
3.2 Research Design.....	21
3.3 Population and Sampling Method.....	21
3.4 Procedures for Data Collection.....	22
3.5 Procedure for Data Preparation.....	22
3.6 Procedure for Data Analysis	23
3.7 Instrumentation	24
3.8 Pilot Test.....	25
3.9 Normality Test for Actual Test.....	26
3.10 Validity and Reliability.....	28
3.11 Data Analysis Framework.....	30
3.11.1 Descriptive Statistic	30
3.11.2 Inferential Statistic	31
3.12 Limitation.....	33
3.13 Summary	33
CHAPTER FOUR.....	34
FINDINGS	34
4.1 Introduction.....	34
4.2 Respondents Demographic Finding.....	34
4.2.1 Gender.....	34
4.2.2 Age.....	35
4.2.3 Marital Status.....	36
4.3 Finding and Results Addressing to Research Hypotheses	37
4.3.1 First Research Hypotheses.....	37
4.3.2 Second Research Hypotheses	39
4.3.3 Third Research Hypotheses	41
4.3.4 Fourth Research Hypotheses.....	43
4.4 Summary Table of the Results.....	45
4.5 Summary	47
CHAPTER FIVE	48
DISCUSSION, IMPLICATIONS AND RECOMMENDATIONS	48

5.1 Introduction..... 48

5.2 Research Summary 48

5.3 Discussion 49

 5.3.1 Discussion on difference in organizational commitment based on gender..... 49

 5.3.2 Discussion on difference in organizational commitment based on age..... 50

 5.3.3 Discussion on difference in organizational commitment based on marital status 51

 5.3.4 Discussion on relationship between job satisfaction and organizational commitment 52

5.4 Implications..... 55

5.5 Recommendations..... 56

5.6 Conclusion 57

REFERENCES 58

APPENDIX..... 62

LIST OF TABLES

Table 1. 1 Summary.....	11
Table 2. 1 Summary.....	19
Table 3. 1 Five Point Likert Type Scale.....	24
Table 3. 2 Cronbach's Alpha result for instrument of Job Satisfaction.....	25
Table 3. 3 Cronbach's Alpha result for instrument of Organizational Commitment.....	26
Table 3.4 Cronbach's Alpha result for instrument of job satisfaction.....	29
Table 3.5 Cronbach's Alpha result for instrument of organizational commitment.....	30
Table 3.6 Data Analysis Framework.....	32
Table 4.1 Mean and Standard Deviation of Organizational Commitment based on gender.....	37
Table 4.2 Independent Sample Test for Organizational Commitment based on gender.....	38
Table 4.3 Mean and Standard Deviation of Organizational Commitment based on age.....	39
Table 4.4 Test of Homogeneity of Variance for mean of Organizational Commitment based on age.....	39
Table 4.5 One-Way Analysis of Variance (ANOVA) Test for Organizational Commitment based on age.....	40
Table 4.6 Mean and Standard Deviation of Organizational Commitment based on marital status.....	41
Table 4.7 Test of Homogeneity of Variance for mean of Organizational Commitment based on marital status.....	41
Table 4.8 One-Way Analysis of Variance (ANOVA) Test for Organizational Commitment based on marital status.....	42
Table 4.9 Mean and Standard Deviation for overall mean of job satisfaction and organizational commitment.....	43
Table 4.10 Correlations between job satisfaction and organizational commitment.....	43
Table 4.11 Summary of the results.....	45
Table 5. 1 Summary of Main Findings.....	53

LIST OF FIGURES

Figure 1. 1 Conceptual framework of relationship between job satisfaction and organizational commitment	8
Figure 2. 1 Social Exchange Theory.....	14
Figure 3.1 Result Q-Q Plot for instrument of job satisfaction.....	27
Figure 3.2 Result Q-Q Plot for instrument of organizational commitment.....	27
Figure 4.1 Bar chat for distribution of respondents based on gender.....	34
Figure 4.2 Bar chat for distribution of respondents based on age.....	35
Figure 4.3 Bar chat for distribution of respondents based on marital status.....	36

ABSTRACT

This study aims to identify the relationship between job satisfaction and organizational commitment. The quantitative methodology was used for this research. A total of one hundred and fifty set questionnaires were distributed to respondents by using random sampling method. There were one hundred and two set of questionnaires had been returned. The finding showed that no significant difference in organizational commitment among the employees in Kuching Water Board based on different genders, age groups and marital status groups. Whereas, job satisfaction has a significant relationship and weak positive correlation with organizational commitment among the employees in Kuching Water Board. Hopefully, the findings from this research will be beneficial for future researchers to better understanding the relationship between job satisfaction and organizational commitment. Besides, this research is also useful for the organization and human resource practitioners to identify the appropriate method to increase organizational commitment of employees in an organization

Keywords: job satisfaction, organizational commitment, water supply services sector, Kuching Water Board

ABSTRAK

Kajian ini bertujuan untuk mengenal pasti hubungan antara kepuasan kerja dengan komitmen organisasi. Metodologi kuantitatif digunakan dalam penyelidikan ini. Sebanyak seratus lima puluh set soal selidik diedarkan kepada responden dengan menggunakan kaedah persampelan rawak. Terdapat sebanyak seratus dua set soal selidik telah dikembalikan. Hasil kajian menunjukkan bahawa tiada perbezaan yang signifikan dalam komitmen organisasi di kalangan pekerja di Lembaga Air Kuching berdasarkan jantina yang berbeza, kumpulan umur yang berbeza dan kumpulan status perkahwinan yang berbeza. Manakala kepuasan kerja mempunyai hubungan yang signifikan dan korelasi positif lemah dengan komitmen organisasi dalam kalangan pekerja di Lembaga Air Kuching. Hasil daripada kajian ini akan memberi manfaat kepada penyelidik masa hadapan untuk lebih memahami hubungan antara kepuasan kerja dengan komitmen organisasi. Selain itu, kajian ini juga berguna untuk organisasi dan pekerja Bahagian Sumber Manusia untuk mengenalpasti kaedah yang sesuai untuk meningkatkan komitmen organisasi pekerja dalam suatu organisasi.

Kata kunci: kepuasan terhadap kerja, komitmen organisasi, sektor perkhidmatan bekalan air, Lembaga Air Kuching

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This quantitative study examines the relationship between job satisfaction and organizational commitment. This chapter addresses the background of study, problem statement, research objectives (main and specific objectives), research hypothesis, conceptual framework, definition of term, significant of study and the last section covers a summary of chapter 1.

1.2 Background of Study

In Malaysia, the common complaint received from employees, especially for the younger generation who grown up in 21st century, are low commitment and not much loyalty towards their particular workplace as there are a lot of choices available for them to work for and tend to leave their organizations due to slightly better pay provided by other organizations (Kokubun, 2017). As stated by Mahathir (1991), in order to transform Malaysia into a high-income nation by 2020, it is crucial for organizations to pay more attention on issue about organizational commitment. Organizational commitment is an important concept as it will influence the commitment on organisations, employees, and society as a whole. Employees can benefit from the intrinsic and extrinsic rewards provided by the organization if they are committed towards the organization (Metin & Asli, 2018).

In water supply services sector, the main tasks usually are water treatment plant, quality control, engineering, new application and maintenance, meter reader and services counter. These tasks usually are required professional, experienced and skilled employees to carry out in order

to ensure the daily operation of water supply services sectors run smoothly and thus supplying quality and quantity of water based on demand of customers. Hence, employees' organizational commitment towards their job tasks and organization is important to ensure the daily operation is smooth in water supply services sectors, otherwise, the organization will be faced with professional employee shortage (Water Malaysia, 2015).

Based on previous study, the employees who are more satisfied would be showing more committed toward their organizations, thus the organization will become more productive and effective (Al-Aameri, 2000). Therefore, this research is going to study the relationship between job satisfaction and organizational commitment among the employees in Kuching Water Board (KWB) which is a water supply services organization.

1.3 Problem Statement

The previous research studies are mainly focused on the Western context like United State (DiSorbo, 2017; Robert & Niehoff, 1995; Santos, 2015; Schroeder, 2003; Shahan, 2017; Sopo, 2001 & Vondrasek, 2000) and Korea context (Lim, 2010). However, for Malaysia, there is existence of significant culture different between Malaysia with Western and Korea country. There are several cultural differences with those countries such as Malaysia culture is more collective and respectful toward hierarchy or elders. Differences of culture might result in different level of organizational commitment. These elements might bring effect to the organizational commitment of Malaysia employees. Therefore, it is important to examine the relationship between job satisfaction and organizational commitment based on the perspectives from non-western context like Malaysia.

Besides, most of the studies on organizational commitment is on academia (Schroder, 2003; DiSorbo, 2017; Huang, 2004 & Sopo, 2001), nursing (Al-Aameri, 2000 & Santos, 2015) and Information Technology (Lumley et al., 2011) in public or private sector but less study conduct on service provide of water supply sector like Kuching Water Board. Therefore, this study can decrease the gap by identifying the contribution of job satisfaction effect on the organizational commitment of employees in Kuching Water Board. The problem of this study is employees' organizational commitment of one water supply services agency.

1.4 Objective of Study

1.4.1 General Objectives

1. To study the difference in organizational commitment based on demographic variables (gender, age, marital status) among the employees in Kuching Water Board.
2. To study the relationship between job satisfaction and organizational commitment among the employees in Kuching Water Board.

1.4.2 Specific Objectives

1. To study the difference in organizational commitment among the employees in Kuching Water Board based on gender.
2. To study the difference in organizational commitment among the employees in Kuching Water Board based on age.
3. To study the difference in organizational commitment among the employees in Kuching Water Board based on marital status.
4. To study the relationship between job satisfaction and organizational commitment among the employees in Kuching Water Board.

1.5 Research Hypotheses

H_{a1}: There is a significant difference in organizational commitment among the employees in Kuching Water Board based on gender.

H_{a2}: There is a significant difference in organizational commitment among the employees in Kuching Water Board based on age.

H_{a3}: There is a significant difference in organizational commitment among the employees in Kuching Water Board based on marital status.

H_{a4}: There is a significant relationship between job satisfaction and organizational commitment among the employees in Kuching Water Board.

1.6 Conceptual Framework

Figure 1.1 shows that job satisfaction is independent variable which has supporting source from Minnesota Satisfaction Questionnaire (Weiss et al., 1967) whereas organizational commitment as dependent variable can be supported by Organizational Commitment Questionnaire (Allen & Meyer, 1990).

This study examines the relationship between job satisfaction and organizational commitment. Moreover, the contribution of job satisfaction (work itself, co-worker, supervision, promotion and pay) toward organizational commitment will be analyzed. Besides, this research will also cover the differences in level of organizational commitment according to demographic variables (age, marital status and gender).

There are 5 hypotheses to indicate clearly in the conceptual framework. The first hypothesis is the difference in organizational commitment level based on gender. As stated by Baker and Baker (1990), there is no significant difference between males and females of organizational commitment level. As studied by DiSorbo (2017) has showed the same finding as no significant differences in the level of organizational commitment in higher education administrators between genders.

The second hypothesis discusses about the difference in organizational commitment level based on age. Schroder (2003) stated that there is a statistically significant difference in organizational commitment for employees with four different age groups in Andrews University. However, Lim (2010) stated that no significant differences in level of organizational commitment based on different age groups.

Following by the third hypothesis, it is related to the difference in level of organizational commitment based on marital status. Al-Aameri (2000) found that there is a significant

difference in organizational commitment among 4 differences group (single, married, divorced and widowed). The significant difference is led by the married group and the widowed one, where married staff shows more commitment than widowed ones.

Additionally, the fourth hypothesis indicates the relationship between job satisfaction and organizational commitment. Baker and Baker (1999) and Shahan (2017) reveal that there is a statistically significant relationship and correlation between job satisfaction and organizational commitment respectively. On the other hand, the previous research study had been carried out by Sopo (2001) and Irshad and Naz (2011) show a significant positive relationship between job satisfaction and organizational commitment of employees. Therefore, employees' high level of job satisfaction will lead to their high level of organizational commitment. Other than that, Robert and Niehoff (1995); Al-Aameri (2000) and Santos (2015) highlighted that there is a highest/large correlation and strong positive relationship between satisfaction and organizational commitment. It indicates that satisfied employees tend to show high degree of commitment to their organization. Therefore, it can be concluded that all the previous research study stated above showing there is existing significant relationship and correlation between job satisfaction and organizational commitment.

The conceptual framework on the relationship between job satisfaction and organizational commitment as shown in *Figure 1.1* is developed and triggered researcher ideas on conducting this study through reading the numerous previous research studies as mentioned above.

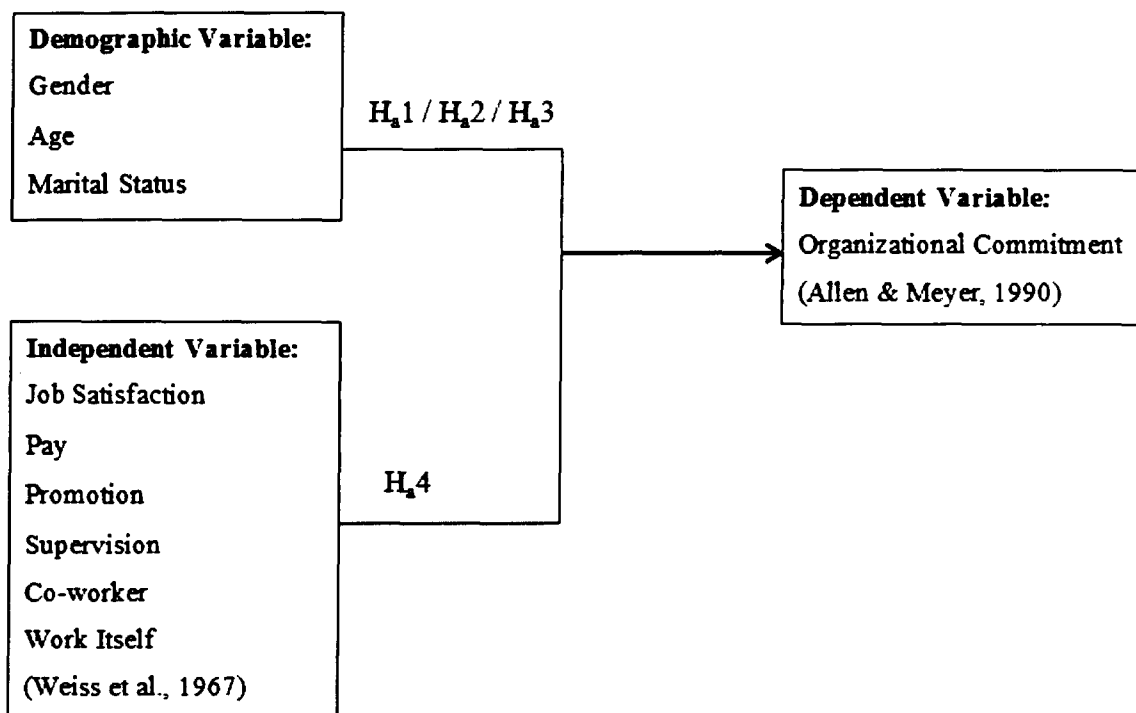


Figure 1.1 Conceptual framework of relationship between job satisfaction and organizational commitment.

1.7 Definition of Terms

1.7.1 Demographic Variable

In this study, demographic variables refer to gender, age and marital status.

1.7.2 Job Satisfaction

In this study, job satisfaction refers to pay, promotion, supervision, co-worker, work that is measured by Minnesota Satisfaction Questionnaire (Weiss et al., 1967).

1.7.3 Organizational Commitment

In this study, organizational commitment is measured by TCM Organizational Commitment Survey (Allen & Meyer, 1990) which consists of affective, continuous and normative commitment.

1.8 Significance of Study

This study has highlighted that practical and theoretical is importance. It is theoretically important because it will provide precious information for Human Resources Development (HRD) scholars in understanding the relationships between job satisfaction and organizational commitment in semi-government of Malaysia organizations (Lim, 2010).

Additionally, this study has indicated that Human Resources Development (HRD) and Human Resources Management (HRM) practitioners can used the results as guidance including designing organizational processes, human resource allocation, training and development, recruitment and selection, appraisal and evaluation or compensation, all of which need to be considered to the special needs. The findings of this research can create an avenue for future research which leads to enhance in these particular areas of organization practice (Lim, 2010).

1.9 Summary

To conclude, this chapter is focused on relationship between job satisfaction and organizational commitment of employees at Kuching Water Board. Specifically, this chapter had discussed about the background of study problem statement, research objectives (main and specific objective), research hypothesis, conceptual framework, definition of term, and significant of study. The next chapter will discuss about the variables, theories and past similar finding research of the topic.

Table 1.1

Summary

Specific Objective	Research Hypothesis
To study the difference in organizational commitment among the employees in Kuching Water Board based on gender.	There is a significant difference in organizational commitment among the employees in Kuching Water Board based on gender.
To study the difference in organizational commitment among the employees in Kuching Water Board based on age.	There is a significant difference in organizational commitment among the employees in Kuching Water Board based on age.
To study the difference in organizational commitment among the employees in Kuching Water Board based on marital status	There is a significant difference in organizational commitment among the employees in Kuching Water Board based on marital status.
To study the relationship between job satisfaction and organizational commitment among the employees in Kuching Water Board	There is a significant relationship between job satisfaction and organizational commitment among the employees in Kuching Water Board.